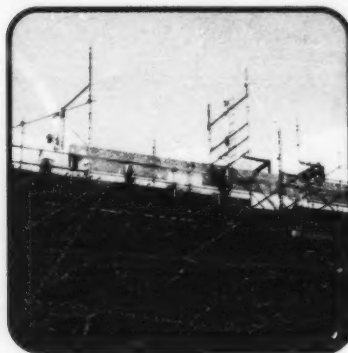




Saskatchewan
Property Management
Corporation

Annual Report

2000 - 2001



Corporate Profile

SPMC is a diverse Crown corporation mandated to provide accommodation and commercial services to government departments, Crown corporations, boards, agencies and commissions. The corporation also provides these services to other levels of government and various non-governmental organizations.

The corporation is comprised of four main divisions: Accommodation Services, Finance and Risk Management, Commercial Services and Corporate Development.

Corporate Vision

SPMC will be a recognized and respected organization of choice for property management, commercial and support services. To be an organization of choice means to us:

...customers will say: "Given a choice, I would use SPMC as my partner."

...employees will say: "Given a choice, I would work for SPMC."

...members of the public and the government will say: "SPMC continues to demonstrate innovation and commitment to success, while remaining a responsible public organization."

Corporate Mission

To build on our successes and to apply continuous improvement to the delivery of our financial, human and physical resources in performing quality service for our customers.

Corporate Values

- Consistently delivering responsive, cost-effective and timely service to our customers.
- Constantly pursuing new initiatives to respond to evolving business opportunities.
- Conducting ourselves in an ethical and professional manner.
- Nurturing an innovative, skilled and highly motivated team of employees.
- Diligently securing sustainable, positive financial performance through effective financial planning and management.
- Persistently taking pride in our accomplishments and communicating our successes.

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Letter

of transmittal

October 2001

To Her Honour
The Honourable L. Haverstock
Lieutenant-Governor
Province of Saskatchewan



Your Honour:

I have the honour to submit herein the annual report of the Saskatchewan Property Management Corporation for the period April 1, 2000, to March 31, 2001. Included are the financial statements for the year, duly certified by Deloitte & Touche LLP, Chartered Accountants, and in a form approved by Treasury Board. This is all in accordance with the Saskatchewan Property Management Corporation Act.

I have the honour to be, Madam,
your obedient servant,

A handwritten signature in cursive script, reading "Doreen Hamilton". The ink is dark and the signature is fluid.

Doreen Hamilton
Minister Responsible for
Saskatchewan Property
Management Corporation

President's

message



This past year SPMC completed two very significant building projects: The Legislative Rehabilitation Project and the SIAST Amalgamation Project.

These projects were important opportunities for our corporation to demonstrate our commitment to delivering responsive, cost-effective and timely service to our customers.

The Legislative Rehabilitation Project took four years and \$18-million to complete and ensures that this significant historic site will remain a proud landmark for generations to come. In addition to securing the foundation of the building, the rehabilitation project included important public safety work as well as the addition of a new, barrier-free entrance at the front of the building.

The SIAST Amalgamation Project has provided our client, Saskatchewan Institute of Applied Science and Technology, with a new, state-of-the-art educational facility at Regina's Knowledge Corridor. By using a construction management model, SPMC was able to finish the project in two years, rather than three, which created significant savings for our client through reduced lease costs.

The successful completion of two such major projects in one year makes 2000-2001 a memorable year for the corporation and certainly a year in which there was much to celebrate.

But the building did not stop with these projects.

Throughout the 2000-2001 fiscal year, the second year of the corporation's five-year business plan, SPMC continued to demonstrate willingness to pursue the goals laid out in 1999.

One way in which SPMC continued the work of its business plan was through the introduction of four strategic priorities. The priorities — employee focus, customer focus, financial performance and public policy — set a course for SPMC to follow over the next two to three years and will be important guides in developing plans at the division, branch and individual level in the years to come.

SPMC recognizes its business plan as a living document which cannot be left on a shelf if it's going to be a meaningful tool for the success of our future. In this year's annual report there are many examples of the ways in which SPMC built on the foundation laid out by the 1999-2004 Strategic Building Plan and kept the vision of the document alive.

A handwritten signature in blue ink, which appears to read "John Law".

John Law
President

Saskatchewan Property Management Corporation (SPMC) put a high priority on building during the 2000-2001 fiscal year.

SPMC's achievements during this time include such notable projects as the amalgamation of all Regina Saskatchewan Institute of Applied Science and Technology (SIAST) campuses under one roof in the Knowledge Corridor, as well as the completion of the four-year Legislative Rehabilitation project.

2000-2001 was also a remarkable year for SPMC in terms of building on the foundation laid in the first year of its five-year Strategic Business Plan (1999-2004). This work involved efforts to improve innovative customer-service designed to help government operate in the most cost-efficient way possible.

In retrospect, the 2000-2001 fiscal year was a year in which SPMC built on behalf of the people of the province, as well as for our own organization.



Saskatchewan

legislative building

Saskatchewan's Legislative Building is arguably this province's most treasured heritage facility and its best-recognized landmark.

However in 1997 it became apparent that the building was in need of emergency intervention to address its settling foundation. Pieces of Tyndal stone had begun to fall away from the building and engineering consultants warned that unless the problem was resolved portions of the building would have to be closed for public safety.

And so, from 1997 to early in 2001, SPMC committed to restoring the Legislative Building and at the same time to address other issues such as updating fire sprinkler and smoke detection systems throughout the building, constructing a new art gallery to accommodate ever-increasing requirements for wall space and building a barrier-free entrance so that all people can enter the Saskatchewan Legislative Building through a front door.

This ambitious project was broken down into two phases.

The first phase, which relied heavily on extensive design work, was to stabilize the building's foundation by installing

approximately 1,800 pre-cast concrete piles directly under the building's north, south and east wings as well as the building's centre core.

This state-of-the-art system involved a relatively new approach to foundation stabilization and consequently, to ensure its success, extra due diligence was performed in the preparation and installation process.

Laboratory testing on the piles was conducted to confirm the design performance and a further independent review of the system design was carried out. Full-time, on-site supervision was implemented to confirm and document installation quality control and a permanent monitoring system was implemented to measure the performance of the piles over time.

By having Saskatchewan construction firms participate in the work, valuable experience and expertise in this new underpinning technique was gained by our industry partners. Furthermore, the project itself attracted the attention of other organizations with similar foundational problems and placed SPMC on an international stage as an innovative leader.

The second phase of the project turned the corporation's attention to public safety and accessibility issues.

During this phase, a fire sprinkler and smoke detection system was installed throughout the building and a barrier-free entrance was constructed at the building's north end for people with mobility impairments.

A strict heritage conservation approach was adhered to during both phases of this project. In fact, the heritage component of the project was considered so important SPMC decided to develop a master plan that establishes guidelines for future rehabilitation work at the building. These guidelines take particular care to ensure future work will be consistent with the heritage characteristics of the building.

It sounds simple enough — repair the foundation and update some systems — but the truth is that finishing such an ambitious project called for exemplary teamwork and dedication from the SPMC staff involved.

finishing such an ambitious project called for exemplary teamwork and dedication from the SPMC staff involved

"Because of its nature and the profile of the building, the project was under continuous scrutiny. Meeting the budget and schedule was critical," said project manager Paul Nepper.

In addition to those pressures there was the additional challenge of ensuring the facility remained operational throughout construction. In order for that to happen, SPMC staff put a great deal of effort into communicating with the tenants and scheduled the most disruptive work to take place in the evenings.

A great deal of effort was also put into communicating with the public, via the media, an on-location information kiosk, and a public website. The website and videos about the project were approved for use in Grades 4, 8 and 10 Social Studies classes.

"I am very proud of what we have accomplished with the success of this project," says SPMC President John Law. "This is truly an SPMC success story. It is an excellent example of what our corporation can accomplish when we work as a team and with our clients."



Saskatchewan Legislative Building

Amalgamation

of SIAST Regina campuses

"The Legislative Rehabilitation Project and the SIAST projects are both real sources of pride," says Vice-President of Accommodation Services Garth Rusconi. "We have a real, state-of-the-art facility out at the SIAST Wascana Campus."

Renovating this facility for our client was an incredible opportunity for SPMC to demonstrate its ability to meet the needs of its clients, no matter how diverse those needs may be.

Over and above the normal challenges that arise with any large project, the SIAST conversion project faced extraordinary time and budget challenges, as well as needs inherited from the existing building before the conversion was started.

The latter challenge was unavoidable.

"Watching project dollars was important early on and the issue became even more pronounced once the decision was made to compress the construction schedule from three years to two as a means to save money on lease renewals and capital expenditures at the eight facilities SIAST was in as construction began," said project director Ron Hazelaar.

The result of that directive was that rather than pursue the project in a linear fashion starting with design, moving to tendering and finally getting to the building component, SPMC employed a construction management model wherein all three elements happened at the same time.

Further complicating the project was the fact that the client's needs were evolving. As a technical, post-secondary educational facility it was important to SIAST that the facility be as reflective of current and future needs as possible, and so as opportunities arose, SPMC strove to reflect program priorities in the building redesign.

"Several steps were taken to try and minimize the impact of these challenges so they would not really create significant problems," said Hazelaar. "Defining roles was a top priority for avoiding crisis and that started by simultaneously establishing two related roles: a project manager and a project co-ordinator."

The project manager would co-ordinate all design concepts, manage the budget, manage the change process and manage client expectations.

The project co-ordinator, on the other hand, would manage the site itself and co-ordinate all on-site activities.

A project website was also created.

"It was used to post the minutes of all meetings, and to make requests for information from various members of the project team during design and construction stages. All questions and answers were logged, allowing us to track issues related to the project," Hazelaar explained.

The SIAST project was also a positive experience for SPMC in that it provided the organization with an opportunity to work with multiple stakeholder groups simultaneously. In this instance, the project impacted overall planning for Regina's Knowledge Corridor and its stakeholders, including the University of Regina, Wascana Centre Authority and the City of Regina.

Challenging as this project was, it provided SPMC with a valuable learning tool and a wealth of experience to draw from for future projects

Building on Our Cornerstones

The Legislative Rehabilitation Project and the SIAST Campus amalgamation are just two of many projects SPMC was involved with in 2000-2001. In the same fiscal year, the corporation also completed construction of a new provincial courthouse in Prince Albert and embarked on new projects such as the expansion of Casino Regina and construction of a new Provincial Office Building in Meadow Lake.

But SPMC's building went beyond bricks and mortar; it included building on the four cornerstones of our Strategic Business Plan.

"More and more SPMC is coming to recognize itself as a business," says SPMC Vice President of Corporate Development Ron Wight. "A business that needs to see things from a customer's perspective so we are in a position to support government and to create substantial savings for the province. That shift, which won't happen overnight, has significant implications for SPMC in terms of how we do business and the types of competencies we need to be successful."

Moving in that direction is part and parcel of the 1999-2004 Strategic Business Plan which strives to position the corporation as an organization of choice and commits the corporation to building on four cornerstones identified as the essential strategic objectives for achieving that vision.

These cornerstones — customer focus, financial performance, employee focus and public policy — are key to ensuring SPMC's business success. They are also the foundation for success, which is why the 2000-2001 fiscal year was spent building on these cornerstones.



SIAST Campus

Business

resumption plan

After a year of hard work, SPMC completed a Business Resumption Plan for its head office so if disaster ever hits, there is a blueprint in place to help our staff get operations up and running again. This plan is an important tool for providing service to SPMC's customers.

Work on the Business Resumption Plan was initiated as a requirement of SPMC's contract with Public Works and Government Services Canada (PWGSC) and further encouraged by the Provincial Auditor, which emphasized the importance of such planning in its 1999 report.

The plan is built on the assumption of total loss and relies on the inclusion of two teams.

The first team is called the Emergency Response Team and includes all members of SPMC's executive as well as several directors. This team is responsible for assessing the damage and setting the wheels of responding in motion.

The second team, called the Continuation Management Team, includes representatives from across the corporation whose responsibility it would be to resume services to our staff and our clients.

Duane Tomporowski, the Risk Management Officer who led the plan development, says one of his best resources for developing this plan was SPMC's past experience.

"I tried to make the plan mirror the excellent work and teamwork that was demonstrated when we had the Kelsey fire in '97," he says. "We resumed operations in a really short amount of time — a major corporate success from which we learned alot."

The Business Resumption Plan has already received positive response from some of our clients.

"The Department of Finance called me because they're putting together their own plan and, because they're in an SPMC building, their plan had to include what we'd do if there was a disaster in their building," Tomporowski explains. "We received very positive feedback from them because they saw our plan would help them."

"It's an excellent tool for our customers because should something happen to one of their locations, SPMC's role has been identified."



Developing

core and leadership competencies

As the corporation moves forward into the 21st century, the need for an effective and highly skilled workforce is stronger than ever before. Creating a vital, high-performing team of employees will not happen by chance. A conscious effort was needed to build the corporate-wide team to meet the challenges the corporation faces.

As part of SPMC's business plan, SPMC with the support of its two union partners (CUPE and SGEU), developed and began to implement a competency-based human resources strategy. This strategy, made up of five core and five leadership competencies, is helping to ensure the success of SPMC's five-year business plan by building a strong workforce capable of taking the corporation forward.

Competencies are an acknowledgement that we need to put the right people with the right skills in the right jobs. A critical

element in reaching that goal is to identify and develop the competencies required in the corporation for both organizational and individual success.

Furthermore, competencies — which are best described as what you need to know, what you need to be able to do, and what you need to be like to be successful in a job — are also an important component of SPMC's commitment to employees as one of the four cornerstones of our business.

By clearly defining the requirements for success, employees are given the information they need to reach their full potential within the corporation. This benefits SPMC's employees, the corporation and those it serves.



Energy

performance contracts

SPMC has had a low-key energy reduction program in place since the mid-1970s, however in 2000-2001 the corporation significantly stepped up its efforts by entering into Energy Performance Contracts with SaskPower Energy Solutions. This partnership will see energy reduction initiatives introduced at 70 of the corporation's top-energy-consuming buildings.

Introduced over five phases and scheduled for completion in 2003, this partnership will reach buildings in Regina, Saskatoon, Prince Albert and the southern region of the province and result in a reduction of energy costs (based on 2000 energy rates) of \$1.6 million annually as well as reduce green house gas emissions by 15 per cent.

Energy Performance Contracting is just one way in which SPMC is fulfilling its commitment to both the public policy and fiscal responsibility cornerstones.

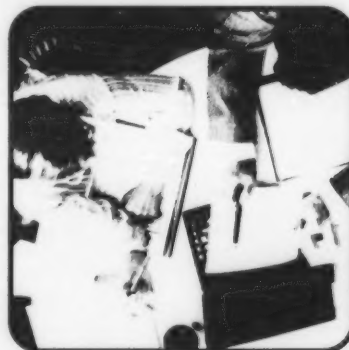
this partnership will see energy reduction initiatives introduced at 70 of the corporation's top energy-consuming buildings

Contracts with Customers

In keeping with the corporation's desire to adopt sound business practices, SPMC has introduced lease contracts for its Accommodation Services customers. This is a move SPMC considers complementary to Government's Accountability Project and thus the corporation's public policy cornerstone.

"One of the things the government is doing is working to make program departments more accountable and that's where we got into looking at the issue of vacant space," explains Garth Rusconi, vice-president of Accommodation Services Division.

"By having our customers sign contracts we ensure they're more accountable for the commitment we're making on their behalf for space."



SaskPower
Energy Solutions

CommunityNet

and electronic payment gateway

Quite often when people think of SPMC, they think buildings. The truth is, SPMC is much more than buildings.

During the 2000-2001 fiscal year SPMC helped to build Saskatchewan's technological infrastructure through participation in the CommunityNet project.

CommunityNet represents a quantum leap in accessibility and Internet performance for Saskatchewan by bringing affordable high-speed Internet connections to all educational institutions, health care facilities and government offices in 366 communities throughout Saskatchewan. CommunityNet will provide the foundation for improved services in distance learning, telehealth and e-commerce.

CommunityNet represents Saskatchewan's commitment to people and opportunities. Opportunities that include access to better education, better health care and the opportunity to prosper in the new economy. This project makes Saskatchewan one of the few jurisdictions in North America to develop such a comprehensive high-speed network and SPMC is proud of its contribution to this important project.

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Enhanced

customer service

Another area in which SPMC grew was through its commitment to enhanced customer service.

In its first full year of use, ShopSPMC proved to be a valuable contributor to the corporation as a means of providing enhanced customer service. In 2000-2001, orders totalling over \$1 million came through this e-commerce website to our Distribution Centre. In fact, fully one-third of Distribution Centre's clients used ShopSPMC to order office, medical, and janitorial supplies. The site also brought 58 new clients to SPMC's Human Resource Service branch, which offers a wide variety of training opportunities to SPMC staff as well as outside organizations.

SPMC also worked to use technology to increase the amount of information staff have available to them. By exploiting existing technology and the Internet, Corporate Systems and Accommodations Services are making current, accurate accommodation information available to all employees, no matter where they're located throughout the province.



Conclusion

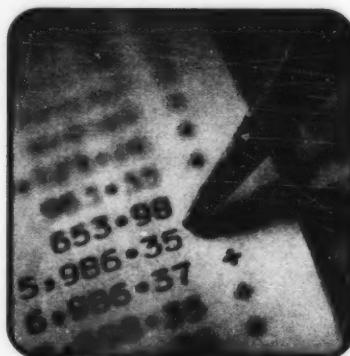
The 2000-2001 fiscal year was an important year for SPMC.

With such significant and challenging assignments as the Legislative Rehabilitation and the SIAST amalgamation projects, it would have been easy to let the

Strategic Business Plan take its place on a shelf. Instead, the corporation recognized that in order to achieve the goals it had set for itself, work would have to be done to build on the foundation that was laid the year before.

Financial Statements

2000 - 2001



Management's Report

The accompanying financial statements and all information in the annual report are the responsibility of management. The financial statements that follow have been prepared in accordance with generally accepted accounting principles.

Management uses internal controls and exercises its best judgement so that the financial statements reflect fairly the financial position, results of operations, and changes in cash flows.

To ensure the integrity and objectivity of the financial data, management maintains a comprehensive system of internal controls, including written policies, an organizational structure that segregates duties, and an internal-audit program. These measures provide reasonable assurance that transactions are recorded and executed in compliance with legislation and required authority, assets are properly safeguarded, and reliable financial records are maintained.

The financial statements have been approved by the corporation's Board of Directors and Treasury Board of the Government of Saskatchewan. The financial statements have been examined by the corporation's external auditors, whose report follows.



John Law
President



Debbie Koshman
Vice President, Finance and Risk Management

Regina, Saskatchewan
October, 2001

Auditors' Report

To the Members of the Legislative Assembly, Province of Saskatchewan

We have audited the statement of financial position of Saskatchewan Property Management Corporation as at March 31, 2001, and the statements of revenue, expenses and net assets and cash flows for the year then ended. These financial statements are the responsibility of the corporation's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in Canada. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the corporation as at March 31, 2001, and the results of its operations and its cash flows for the year then ended in accordance with accounting principles generally accepted in Canada.

The financial statements as at March 31, 2001 and for the year then ended were audited by other auditors who expressed an opinion without reservation on those statements in their report dated April 28, 2001.

Regina, Canada
April 27, 2001

Deloitte & Touche LLP
Chartered Accountants

Statement of Financial Position

As at March 31

(Thousands of dollars)

	Operating	2001 Capital	Total	2000 Total
Assets				
Real estate investments (note 3)	24,436	322,688	347,124	359,581
Equipment (note 4)	—	33,111	33,111	28,343
Other assets (note 5)	13,839	—	13,839	7,038
Accounts receivable	24,003	7,055	31,058	20,947
Cash and marketable securities	—	—	—	1,000
	<u>62,278</u>	<u>362,854</u>	<u>425,132</u>	<u>416,909</u>
Liabilities and net assets				
Bank overdraft	5,421	—	5,421	—
Capital lease obligations (note 6)	45,522	—	45,522	49,230
Accounts payable	16,523	787	17,310	16,791
Deferred capital contributions (note 7)	—	279,467	279,467	280,413
Long term liabilities (note 12)	2,885	—	2,885	—
	<u>70,351</u>	<u>280,254</u>	<u>350,605</u>	<u>346,434</u>
Net assets	(8,073)	82,600	74,527	70,475
	<u>62,278</u>	<u>362,854</u>	<u>425,132</u>	<u>416,909</u>

Commitments and contingencies (notes 6, and 10)

(See accompanying notes)

On behalf of the Board:

Steven E. Hamilton

[Signature]

Statement of Revenue, Expenses and Net Assets

For the year ended March 31

(Thousands of dollars)

	2001			2000
	Operating	Capital	Total	Budget
				(unaudited)
Revenue (notes 7 and 13)				
Accommodation	104,387	19,254	123,641	113,044
Vehicles	26,237	—	26,237	25,706
Grants	16,221	—	16,221	22,017
Other services	23,813	121	23,934	20,977
	<u>170,658</u>	<u>19,375</u>	<u>190,033</u>	<u>181,744</u>
Expenses				
Lease	30,890	—	30,890	32,175
Property management (note 8)	72,818	—	72,818	69,172
Interest - capital lease	4,562	—	4,562	5,481
Depreciation	3,125	21,521	24,646	25,252
General operations (note 8)	52,986	—	52,986	53,023
	<u>164,381</u>	<u>21,521</u>	<u>185,902</u>	<u>185,103</u>
Excess of revenue (expenses)				
before:	6,277	(2,146)	4,131	(3,359)
Loss on capital assets	(1)	(3,378)	(3,379)	(200)
SaskGeomatics operations	—	—	—	—
Excess of revenue (expenses)	<u>6,276</u>	<u>(5,524)</u>	<u>752</u>	<u>(3,559)</u>
Net assets, beginning of year	(7,357)	77,832	70,475	76,522
Contribution for land from Government of Saskatchewan - General Revenue Fund	—	—	—	656
Transfer of SaskGeomatics (note 15)	—	3,300	3,300	(5,894)
Transfer between funds	(6,992)	6,992	—	—
Net assets, end of year	<u>(8,073)</u>	<u>82,600</u>	<u>74,527</u>	<u>70,475</u>

(See accompanying notes)

Statement of Cash Flows

For the year ended March 31

(Thousands of dollars)

	2001	2000
Operating activities		
Excess of revenue (expenses)	752	(809)
Non-cash items affecting operations		
Depreciation	24,646	25,066
Amortization of deferred capital contributions	(19,375)	(15,968)
SaskGeomatics operations - depreciation and amortization of deferred capital contributions	—	2,051
Loss on capital assets	3,379	425
Recovery of SaskGeomatics working capital	—	1,270
Changes in non-cash working capital		
Accounts receivable	(4,476)	(2,983)
Other assets	(6,801)	170
Accounts payable	3,269	(3,163)
	1,394	6,059
Investing activities		
Purchases of capital assets	(25,110)	(25,790)
Proceeds from sale of capital assets	5,324	2,818
	(19,786)	(22,972)
Financing activities		
Proceeds of deferred capital contributions	12,794	18,992
Repayment of capital lease obligations	(3,708)	(3,502)
Proceeds of contributions for land purchases	—	656
Change in long term liability	2,885	—
	11,971	16,146
Decrease in cash and marketable securities	(6,421)	(767)
Cash and marketable securities, beginning of year	1,000	1,767
Cash and marketable securities, end of year	<u>(5,421)</u>	<u>1,000</u>
Cash and marketable securities consist of:		
Cash (bank overdraft)	(5,421)	(2,800)
Marketable securities with maturities less than 30 days (2000 - 5.25%)	—	3,800
	<u>(5,421)</u>	<u>1,000</u>

(See accompanying notes)

Notes to the Financial Statements

March 31, 2001

(Thousands of dollars)

1. Status of the corporation

The Saskatchewan Property Management Corporation ("SPMC" or "the corporation") was established under *The Crown Corporations Act, 1978*, by Order-in-Council #357-86 of 1986, and continues under *The Saskatchewan Property Management Corporation Act*. By virtue of *The Crown Corporations Act, 1993*, SPMC has been designated as a provincial Treasury Board Crown corporation. Accordingly, the financial results of the corporation are included in the summary financial statements of the Province of Saskatchewan. As a provincial Crown corporation, SPMC is not subject to federal income tax, provincial income tax, federal large corporations tax or goods and services tax.

The corporation was established to provide a full range of accommodation, commercial and custodial services to government departments, agencies and Crown corporations.

2. Significant accounting policies

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

a) Fund accounting

The corporation's financial position and operating activities have been divided into the following major groupings:

i) Operating fund

The Operating fund includes net assets and income generated from the operations of the corporation. The Operating fund includes the capital assets under capital lease. Revenue includes charges for accommodation and commercial services and grants received from the Government of Saskatchewan - General Revenue Fund for custodial services. Expenses relate to the delivery of these services.

ii) Capital fund

The Capital fund includes the capital assets to which the corporation has legal title. Revenue consists of the annual amortized portion of contributions received from the Government of Saskatchewan - General Revenue Fund for the construction, purchase or development of capital assets (Note 2(b)).

b) Revenue recognition - Capital fund

Contributions received or receivable from the Government of Saskatchewan - General Revenue Fund for the construction, purchase or development of depreciable capital assets, including assets transferred from the Government of Saskatchewan - General Revenue Fund, are deferred and amortized to revenue on the same basis as the related capital asset is depreciated. Contributions received from the Government of Saskatchewan - General Revenue Fund for the purchase or development of non-depreciable capital assets such as land, including non-depreciable capital assets transferred from the Government of Saskatchewan - General Revenue Fund, are recognized as direct increases in the net asset balance in the year of acquisition.

Other amounts received or receivable from other sources during construction or development reduce the cost of the related asset.

c) Capital assets

i) Real estate investments

Properties contributed by the Government of Saskatchewan - General Revenue Fund are stated at appraised value approximating the government's depreciated historical cost at the date of transfer, determined by techniques generally accepted in the appraisal industry. Properties purchased or constructed by the corporation are stated at cost.

Properties acquired under capital lease arrangements are stated at the lesser of the present value of the minimum lease payments and the fair market value of the leased property.

The corporation capitalizes all direct costs relating to projects under construction including general, administrative and interest expenses.

Depreciation on properties is recorded on a straight-line basis over their estimated useful lives. The estimated useful lives of buildings are between one and 55 years. The average estimated useful life approximates 20 years.

ii) Equipment

Equipment purchased by the corporation is stated at cost.

Depreciation on equipment is recorded on a straight-line basis over the estimated useful life of the asset.

The estimated useful lives range from two to 10 years.

Capital assets that can no longer be used by the corporation for their intended purpose are written down to net realizable value.

d) Inventories of parts and supplies

Inventories of parts and supplies are stated at the lower of cost as determined on a first in, first out basis and replacement cost.

e) Cash and marketable securities

The corporation's marketable securities are considered to be cash equivalents and are recorded at cost, which approximates market value.

f) Deferred charges

Deferred charges are amortized on a straight-line basis over the term of the expected benefit.

3. Real estate investments

	2001			2000
	Land	Buildings	Total	Total
Operating fund				
In operation - under capital lease	—	64,026	64,026	65,748
Accumulated depreciation	—	(39,590)	(39,590)	(38,187)
	—	24,436	24,436	27,561
Capital fund				
In operation	46,888	451,164	498,052	506,539
Under construction	676	5,680	6,356	24,014
Held for disposal	14	1,066	1,080	349
	47,578	457,910	505,488	530,902
Accumulated depreciation	—	(182,800)	(182,800)	(198,882)
	47,578	275,110	322,688	332,020
	<u>47,578</u>	<u>299,546</u>	<u>347,124</u>	<u>359,581</u>

During 2001, the carrying value of real estate investments was reduced by 2,627 (2000 - 45) to reflect the reduced value of assets that can no longer be used by the corporation for their intended purpose.

No interest expense was capitalized during the year (2000 - nil).

4. Equipment

	2001			2000
	Cost	Accumulated Depreciation	Net Book Value	Net Book Value
Capital fund				
Vehicles	53,995	(33,671)	20,323	21,213
Aircraft	14,041	(2,356)	11,685	5,863
Furniture	616	(412)	204	302
Other	1,643	(744)	899	965
	<u>70,295</u>	<u>(37,183)</u>	<u>33,111</u>	<u>28,343</u>

During the year, the carrying value of equipment was reduced by 58 (2000 - 33) to reflect the reduced value of assets that can no longer be used by the corporation for their intended purpose.

5. Other assets

	2001	2000
Inventories of parts and supplies	5,149	4,153
Prepaid expenses	5,890	2,885
Deferred charge	<u>2,800</u>	<u>—</u>
	<u>13,839</u>	<u>7,038</u>

6. Capital and operating lease obligations

Future minimum lease payments under capital leases for buildings and operating leases for buildings and vehicles are:

Fiscal year	Capital leases	Operating leases
2001-02	11,785	26,345
2002-03	11,483	22,616
2003-04	10,999	17,645
2004-05	10,464	13,384
2005-06	9,031	11,382
Subsequently	40,676	19,199
	94,438	<u>110,571</u>
Less:		
Interest implicit in leases at an average rate of 11.34%	28,691	
Executory costs	20,225	
	48,916	
	<u>45,522</u>	

Capital leases expire at various dates up to May 31, 2012.

7. Deferred capital contributions

	2001	2000
Balance, beginning of year	280,413	281,703
Contributions received or receivable from the Government of Saskatchewan - General Revenue Fund	18,429	15,926
Transfer of SaskGeomatics (note 15)	—	(981)
Contributions amortized to revenue	(19,375)	(15,968)
SaskGeomatics operations – amortized contributions	—	(267)
Balance, end of year	<u>279,467</u>	<u>280,413</u>

8. Expenses by object

Property management and general operations expenses on the statement of revenue, expenses and net assets are reported by object as follows:

	2001	2000
Salaries and benefits	37,779	36,138
Goods and services for resale	46,328	40,277
Utilities	12,704	11,479
Property maintenance	10,132	9,615
Other property management	11,928	13,768
Other general operations	6,933	7,158
Total property management and general operations expenses	<u>125,804</u>	<u>118,435</u>

9. Comparison of budget and actual results

The Board of Directors approves the corporation's budget. The budget disclosed in the financial statements is restated to the accrual basis for comparative purposes.

Treasury Board and the Legislative Assembly approve the level of grant funding provided to the corporation.

10. Commitments and Contingencies

At March 31, 2001 the corporation has construction and capital purchase commitments of 8,953 (2000 - 19,475).

SPMC holds a prepaid lease in the amount of 2,700 on property, and the owner of the building has defaulted on the mortgage. The ultimate impact of this event on the prepaid lease is not determinable at this time, therefore no amount has been recorded to reduce its value in the financial statements.

In the normal course of business, SPMC becomes involved in various claims and legal proceedings. The final outcome of claims and legal proceedings pending at March 31, 2001 cannot be predicted with certainty. The corporation has provided for these claims in accordance with the advice received from legal counsel. The differences that may arise, between the amounts included in the corporation's accounting records and future settlements, are not expected to have a significant impact on the corporation's financial position or operating results.

11. Pension

Substantially all employees of the corporation are participants in either defined contribution or defined benefit pension plans.

Employees hired after October 1, 1977, make contributions to the Public Employees Pension Plan, a defined-contribution plan. Funding requirements are established by *The Superannuation (Supplementary Provisions) Act* and employee contributions are matched by the corporation.

The defined contribution pension plan expense for the year was 1,595 (2000 - 1,462).

Employees hired prior to October 1, 1977, who did not elect to transfer to the Public Employees Pension Plan by October 1, 1978, make contributions to the Public Service Superannuation Plan, a defined-benefit plan. The plan provides for pensions at retirement which are based on employees' years of service and their highest five years' earnings. The corporation does not make contributions to this plan. Pension obligations for this plan are the responsibility of the Government of Saskatchewan - General Revenue Fund.

12. Long term liability

The long term liability relates to the financing of costs incurred under energy performance contracts. These contracts have been entered into by SPMC with a Saskatchewan Crown corporation (the Crown corporation) for the purpose of reducing future operating costs. Interest on the long term liability is at prime plus one percent during the period in which work is being completed on each phase of the contract. Once a phase is completed, a fixed interest rate will be established and SPMC will begin making fixed monthly payments. At March 31, 2001, there were no completed phases.

These energy performance contracts include guarantees by the Crown corporation to SPMC as to the level of future operating costs reductions.

13. Related party transactions

The corporation receives substantially all of its revenues from Saskatchewan Crown-controlled departments, agencies, corporations and public institutions. These revenues are determined primarily on the basis of recovery of costs incurred by the corporation. As a result, substantially all of the corporation's year-end accounts receivable are due from related departments, agencies, corporations and public institutions.

The corporation's financial statements include expenses such as rents, vehicle licenses, electrical and natural gas, telecommunication and data line (network) purchases, and employee benefit costs that result from routine operating transactions conducted at agreed upon rates with various related Saskatchewan Crown-controlled departments, agencies, corporations and public institutions.

The account balances resulting from purchases with related parties are included in the statement of financial position and are settled in normal trade terms. These transactions and amounts outstanding at year-end are as follows:

	2001	2000
Statement of Financial Position		
Other assets	1,904	1,792
Capital lease obligations	8,131	8,442
Accounts payable	3,304	3,268
Statement of Revenue, Expenses and Net Assets		
Lease	1,643	1,911
Property management	12,123	10,767
Interest - capital lease	1,267	1,311
General operations	4,098	4,676

Other amounts payable to related parties and the terms of settlement are disclosed separately in these financial statements.

14. Financial instruments

	2001	2000
Capital lease obligations		
Carrying amount	45,522	49,230
Fair value	56,616	62,017

The fair value of the corporation's capital lease obligations is determined using year-end market rates. The carrying value of all other financial instruments including cash and marketable securities, accounts receivable and accounts payable approximates fair value as a result of the short period to maturity.

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. SPMC is not exposed to significant credit risk. The majority of the corporation's accounts receivable are owing from Saskatchewan Crown-controlled departments, agencies, corporations and public institutions.

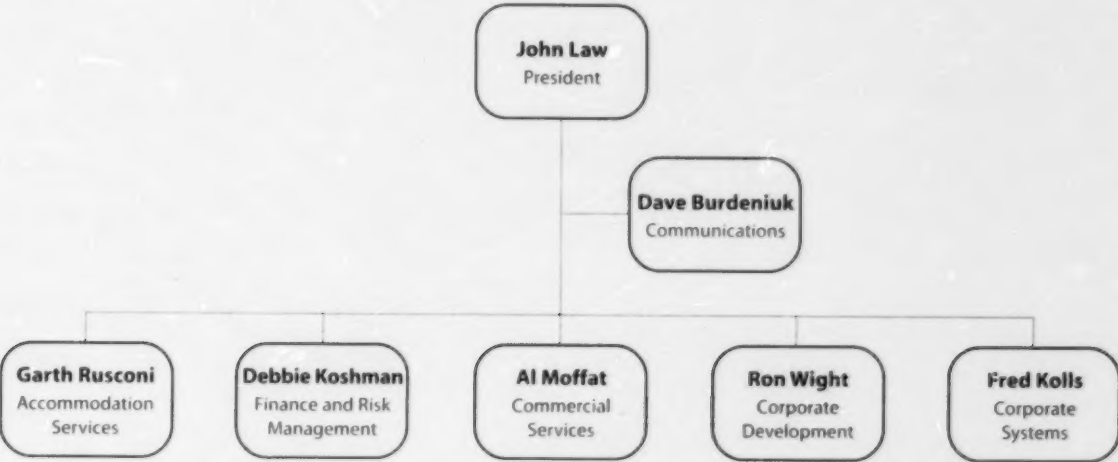
15. Transfer of SaskGeomatics

Order-in-Council #730 of 1999 created the Saskatchewan Land Information Services Corporation, now called Information Services Corporation of Saskatchewan (ISC), a related party. ISC assumed responsibility for the SaskGeomatics program operated by SPMC. The assets and liabilities of the program were transferred to ISC effective January 1, 2000. At March 31, 2000 an assessment of the fair value of the SaskGeomatics' assets had not been finalized. In December 2000, payment in the amount of 3,300 was received from ISC in consideration of the transferred assets.

16. Comparative figures

Certain comparative figures have been restated to conform to the current year's financial statement presentation.

Organizational Chart



2000 - 2001

Board of Directors

Hon. Doreen Hamilton, Chair

Hon. Ron Osika, Member

Senior Management

John Law, President

Debbie Koshman, Vice President,
Finance and Risk Management

Al Moffat, Vice President,
Commercial Services

Garth Rusconi, Vice President,
Accommodation Services

Ron Wight, Vice President,
Corporate Development

Fred Kolls, Chief Information Officer,
Corporate Systems

Dave Burdeniuk, Executive Director,
Communications

Head Office

Saskatchewan Property
Management Corporation
1840 Lorne Street
Regina, Saskatchewan
S4P 3V7

Information

If you require more copies of this
report or further information
about SPMC, please contact the
Communications Branch
at 787-1238.

Visit SPMC's website at:
www.spmc.gov.sk.ca





Saskatchewan
Property Management
Corporation

Supplementary Information

2000 - 2001 Annual Report

Schedule of Payments

Unaudited listing of payees that received \$20,000 or more for 2000-2001 (excluding grants and personal services).

Payee	Amount		Amount
ABB Inc	173,648	Canadian Tire Associate Store Malcolm J. Jenkins	52,682
Acklands-Grainger Inc	40,411	Canadian Upholstery	26,749
Acme Welding Shop	48,598	Canadian Waste Services Inc	62,931
Action Office Interiors	161,604	Canadian Western Bank	26,305
Aden Camera Division of Grand Camera Ltd	37,524	Cardinal Automotive (1992) Div of 600373 Saskatchewan Ltd	47,231
Adesa Auctions Saskatoon	27,619	Cardinal Construction Co Ltd	195,639
Alberta Aircraft Overhaul	20,097	Carlyle Investment Incorporated	62,240
Alliance Energy Ltd	67,955	Carmon Construction Ltd	453,300
Alsask Fire Equipment	22,365	Carnduff, Town of	29,662
Andersons Motors Ltd	33,843	Carol Corp	79,395
AniSoft Group Inc	74,379	Carpet Gallery of Moose Jaw	21,709
Aodbt Offert Dressel Burnyeat Tracey Architects Ltd	125,933	CCD Western Limited	68,066
ARAMARK Canada Ltd	99,495	CCR Construction Ltd	689,317
Arcee Construction Ltd	203,057	Central Park Place	57,238
Arcon Services Ltd Fasttrack Mgmt Group Ltd	126,522	Century Glass Ltd	30,437
Arctic Savings and Credit Union	43,915	Chateau Tower	2,078,535
Arm River 252, RM of	23,355	Checker Courier Ltd	25,448
Army & Navy Dept Store Limited	205,030	Chip Reit #19 Operations Ltd	363,018
Arnold Dobroskay Architect Inc	86,959	Christie Mechanical Ltd	22,026
Artisan Painting Ltd	21,240	Christie-Price Maintenance Services Ltd	71,527
Assiniboia, Town of	27,732	Circa Office Interiors Ltd	545,418
Atco Structures Inc	57,584	Clearwater Ventures	57,962
Audio Works Production Services	50,219	CP Affiliated Security Systems Div of CP Distributors Ltd	68,200
Austrocan Investments Inc	1,246,469	Cochrane Engineering Ltd	73,345
AutoDynamic Controls and Technology Ltd	22,856	Colloyd Inc	349,277
Avanti Office Products	429,241	Compaq Canada Corp	50,435
Aviation Unlimited (1990) Inc	38,000	Conley Holdings Ltd	394,622
Axidata Inc	163,246	Corporate Express	43,229
B & L Service (1995) Ltd	32,231	Corporate Express Canada, Inc	114,517
B. Rajani Architect Ltd	64,476	Crane Supply Div of Crane Canada Inc	21,250
Balfour Moss as agent for Jackson National Life	923,389	Crestline	68,310
Bank of Canada	92,436	Crestview Roofing Ltd	376,538
Bank of Montreal	74,217	Crown Investments Corporation	276,699
Battlefords Regional Economic Development Authority	25,016	CTI Limited, Inc	40,251
Ben Kelley Architect Inc	43,990	Cubbon Advertising	24,383
Bennett Floors	35,290	D & D Construction	24,842
Bentall Properties Ltd and Truscan Property Corporation	52,156	Daimler Chrysler Canada Inc	5,977,642
Big Quill 308, RM of	29,375	Danrich Environmental Control Systems Ltd	23,631
Biggar 347, RM of	21,670	Data Business Forms	33,533
Billy Bob's Gas Bar	26,165	Datacore Systems Inc	35,855
Blue Water Enterprises	50,400	Datastream	20,148
BMP digital inc	27,795	Dean Construction Ltd	25,190
Boden Fabricating & Metal Products Inc	121,635	Delco Automation Canada	337,586
Bowen Investments Inc	26,928	Delint & Taylor Architects Inc	31,855
Bozzy's Tire & Auto	22,960	Design Flooring (1981) Ltd	56,055
Brennan Supply	235,662	Detect Security Systems	21,894
Bricore Land Group Ltd	188,106	Diamond A Developments	39,255
Bridge City Mechanical Ltd	20,874	Diners Club enRoute	37,238
Broadcast Place Properties Inc	193,402	Dominion Construction Company Inc	5,387,442
Brownlee Beaton Kreke Consulting Engineers	193,682	Duncan Roofing Ltd	165,483
Bunzl Distribution Inc	55,164	D2 Construction Ltd	169,686
Business Furnishings (Sask.) Ltd	43,497	Eagle Creek Motor Products Ltd	26,001
Business Stationers	111,872	Eagle Holdings Inc	172,491
Calco Equipment Sask Inc	30,361	Eckl Developments Ltd & Morgan Developments Ltd	250,301
Canada Post Corporation	6,196,088	Edco Plumbing & Heating Ltd	26,574
Canadian Aero Accessories Ltd	33,101	Eldred Architect	53,381
Canadian Broadcasting Corporation	80,398	Electronic Environments Ltd	20,717
Canadian Corps of Commissioners	1,364,955	Engineered Air Div of Airtex Manufacturing	188,680
Canadian Imperial Bank of Commerce	5,575,343	epoint technologies inc	100,157
		Ernst & Young LLP Chartered Accountants	37,800
		Erwin's Moving & Delivery Ltd	135,411
		F.A. Millar Investments Ltd	47,434
		Fas Gas Oil Ltd	576,171

Fasttrack Management Group Ltd & Arcon Services Ltd	409,647	Kal Tire	23,063
FB Properties Ltd	961,117	Kamsack, Town of	29,936
Federated Co-operatives Limited	1,282,206	Kaverit Steel and Crane ULC	34,941
FGI Supply Ltd Farm-Garden-Industrial	27,139	Kelly's Roofing Ltd	43,100
Fisher, Marlene	39,643	Kemsol Products Ltd	56,871
FlightSafety International	70,215	Ken Klein's Electric Ltd	27,977
Flynn Canada Ltd	334,178	Ken Scherle Architect	44,731
Ford Motor Company of Canada Limited	642,768	Kenco Electric Ltd	31,098
Fortress Properties Inc Property Managers	28,300	KGP Construction & Management Ltd	224,052
Fountain Tire	31,675	Kim Constructors Ltd	1,094,244
Francis Legal Services	20,000	K-Line Maintenance & Construction Ltd	247,654
Friesens Wholesale Division	381,518	KONE Inc	364,784
Friggstad Architects	25,412	Kyoto Investments Ltd	296,909
Frontier Construction Limited	655,175	L.A. Mint Inc	49,335
Gabriel Construction	1,388,953	La Ronge, Town of	28,305
GDS & Associates Systems Ltd	47,548	Lakeland Ford Sales Ltd	21,738
Gene's Ltd	68,100	Lakeshore Service Esso UAP/NAPA Auto Parts	25,420
General Motors of Canada Ltd	5,839,374	Lakeside Auto	50,166
Gerry's Automatic Transmission Ltd	42,748	Lakeside Properties Corporation	1,075,020
Ghajar, Manoucher	154,353	Lancashire Distribution	127,145
Glenwood Auto Service	25,550	Lega Holdings Inc	21,551
Goodyear Canada Inc	393,478	Lenale Developments Ltd	133,734
Graffico Residential Designs Ltd	108,371	Lenrick Construction Ltd	79,210
Graham & Associates	112,536	Lesmeister Construction Ltd	53,005
Grand & Toy	32,416	Lesmeister Holdings Inc	124,049
Great West Life Assurance Company	62,141	Lewis Instruments Ltd	142,104
Group Medical Services	33,603	Lewko Electric Ltd	20,964
Gus's Automotive Service & Car Wash	45,187	LifePort, Inc	64,094
H & H Holdings	66,722	Linke, Hubert & Marion	21,558
Hargill Management Ltd	162,534	Lloyd Property Investment Ltd	262,713
Harvard Developments Inc	503,161	Lloydminster Credit Union	193,819
Hawk Automotive and Towing	21,392	London Life Insurance Company	37,082
HDL Investments Inc	329,992	Loraas Disposal Services	44,924
HDL Investments Inc and SaskPen Properties Ltd	1,147,759	M & P Lang Holdings	24,530
Heney Klypak Architect Ltd	23,175	Macro Properties	72,167
Hirsch Holdings Inc	58,917	Malcolm J. Jenkins Petroleum Inc (Canadian Tire Gas Bar)	22,731
Home Hardware Valley Sports & Hardware 1995	42,337	Mann-Northway Auto Source	45,375
Honeywell Limited	110,755	Manulife Financial	58,886
Hooker Dawson and Associates	59,073	Maple Creek News Ltd	36,482
Human Resource Systems Group Ltd	58,270	Maple Farm Equipment Ltd	33,422
Humboldt Electric Limited	229,252	Marathon Construction (Sask.) Ltd	271,389
Hundseth Line Construction Corp	106,530	Marathon Holdings Ltd	499,960
Husky Oil Marketing Company	448,576	Marathon Investments Limited	65,571
IBM Canada Ltd	712,845	Marathon Investments Ltd Managing Agent for Harvard Developments Ltd	2,434,896
ICI Mortgage Managers Inc	368,724	Marquardt Mechanical Ltd	516,994
ICM Services Ltd	42,099	Marsh Canada Limited	1,121,784
IIS Security Systems	42,919	MATCO Transportation Systems	37,283
Imperial Oil	1,958,199	Maurice Soulodre Architect Ltd	50,749
Imperial Parking Limited	40,876	maxill inc	23,707
Indian Head 156, RM of	29,521	Maxim Chemical International Ltd	70,705
Innova Envelope Division of Supremex Inc	86,426	McCartan Gaudet & Associates Partnership	40,887
Insite Real Estate Information Systems Inc	26,530	McClocklin Real Estate Corp	339,265
Integrated Controls	26,205	McNair Business Development	130,123
ISS Integrated Security Solutions Inc	63,871	McNevin Management Ltd	121,647
Jay's Moving and Storage Ltd	62,312	Meise, Randy	23,234
J.M.G. Holdings Ltd	57,198	Mengel Enterprises (1990) Ltd	27,928
John W. Gunn Consultants Inc	20,743	Mercury Graphics	21,702
Johnson Controls C3039	25,342	Methy Construction & Maintenance Corporation	63,486
Johnston Equipment	28,656	Metro Electrical Contractors Ltd	45,261
Jordan Asbestos Removal Ltd	22,894	Mid West Combustion	20,344
JPS Plastic Bags Inc	23,453	Million Carpets & Tiles	28,560
J.S. Developers Ltd	141,760	Minolta Business Equipment (Canada), Ltd	37,826
Jubilee Ford Sales (1983) Ltd	20,569		

Monarch Construction (82) Ltd	44,485	QCC Communications Corporation	112,518
Moose Jaw, City of	156,219	QSI Interiors Ltd	45,244
Mordyck Auctions Ltd	61,175	Quest Communications Group Inc	148,242
National Refrigeration Heating Ltd	169,834	R & D Hill Construction Ltd	63,503
Neopost	28,305	R.L. Cushing Millwork Co Ltd	1,322,513
Neufeld Building Movers Ltd	25,570	Racco Industrial Roofing Limited	102,304
Nexus Holdings Inc	80,905	Ratner Realty Properties Inc	1,382,082
Nichols Interiors Ltd	46,371	Ray's Moving & Storage Co Ltd	58,961
Nightingale Inc	176,079	Raytheon Aircraft Company	5,781,660
Nor-Mall Developments Inc	276,981	Receiver General	15,763,608
North Battleford, City of	69,030	Red Star Petroleum Ltd	32,079
Northern Development Fund	39,200	Redco Holdings Ltd	86,909
Northland Chrysler Inc	26,450	Redenbach, Dorothy S.	87,432
Northway Janitorial Services Ltd	133,999	Regina Airport Authority	24,307
Number TEN Architectural Group	265,747	Regina, City of	473,613
O & Y Enterprise Saskatchewan	29,608	Remai Holdings III Ltd	127,924
O & Y Properties Inc	4,932,853	Remai Investment Corporation	2,664,607
Olive Waller Zinkhan & Waller	70,492	Rentway Truck Fleet Management	139,418
Oracle Corporation Canada Inc	31,365	Rich Corp Development Ltd	23,072
Osprey Wings	26,700	Riverview Savings & Credit Union Ltd	23,140
Otis Canada, Inc	55,856	RMD Security Systems	26,843
Outlook, Town of	58,571	RNF Ventures Ltd	54,150
PAC Personal and Commercial Storage Inc	171,214	Roberts Properties Inc	577,969
Pacific & Western Public Sector Financing Corp	3,073,506	Roland Mohl Properties Ltd	24,019
Pakwa Park Holdings Ltd	98,261	Ron's Plumbing & Heating (1980) Ltd	57,007
Park Town Service Ltd	124,653	Roof Management & Inspection Services	45,948
Parkland Data Services Ltd	69,093	Royal Canadian Legion Branch 28	32,121
Partners in Motion Inc	21,172	Sask. Agriculture and Food	28,412
Pattison MGM Architectural Services Ltd	802,845	Sask. Environment and Resource Management	82,707
PCL Maxam A Joint Venture	10,886,575	Sask. Finance	113,975,311
Peak Mechanical Ltd	194,338	Sask. Food Industry Development Center Inc	26,040
Peerless Property Management	131,590	Sask. Government Insurance	5,643,149
Percival Ford Lincoln Ltd	76,360	Sask. Highways and Transportation	719,101
Perfect Choice Auto Inc	55,881	Sask. Institute of Applied Science and Technology	108,982
Petro-Canada	780,110	Sask. Justice	23,302
Pettick Phillips Partners Architects Ltd	85,213	Sask. Liquor and Gaming Authority	423,004
Pitney Bowes Leasing	32,153	Sask. Municipal Affairs, Culture and Housing	25,655
Plainsmen Automotive Ltd	45,324	Sask. Opportunities Corporation	676,855
Planned Commercial Interiors Ltd	55,293	Sask. Pension Annuity Fund	25,200
Polaris Properties Ltd	399,259	Sask. Public Service Commission	150,787
Postage-On-Call	495,600	Sask. Water Corporation	79,747
P.R. Service Co Ltd	22,758	Sask. Workers' Comp Board	338,723
Prairie Controls Services Ltd	22,883	Saskatchewan Government Employees Union	532,533
Prairie Lube Ltd	45,526	Saskatchewan Salt Service	29,144
Prakash Engineering Ltd	54,544	Saskatchewan School Trustees Association	24,860
Pratt & Whitney Canada Corp	659,224	Saskatchewan, Province of	27,178,249
Prestige Commercial Interiors (1992) Ltd	135,572	Saskatoon, City of	1,527,853
PricewaterhouseCoopers	114,081	Saskcon Repair Services Ltd	85,163
Prince Albert Credit Union	20,718	SaskEnergy	4,619,792
Prince Albert, City of	171,726	SaskPower	5,803,804
Prism Industries	80,125	SaskTel CMR	2,225,720
Pro 'Certified' Auto Service	26,373	Saunders Electric Ltd	31,145
Pro-Flight Ltd	123,371	Saunders Evans Architects Inc	61,595
Professional Communication Systems Ltd	31,263	Sawchuk Mechanical Services	20,614
Property Developments Ltd & A.K. Holdings Ltd	133,958	Semhar Cleaning	48,401
Public Employees Benefits Agency	105,021	Serca Foodservice Inc Western Division	239,105
Public Employees Dental Plan	356,387	Shanahans Building Specialties	46,978
Public Employees Disability Income Plan	137,371	Shell Canada Products	950,595
Public Employees Group Life Plan	278,957	Shippers Supply Inc	22,832
Public Employees Pension Plan	3,185,757	Sky Harbour Aircraft Refinishing	74,960
Public Service Superannuation Plan	284,744	Smurfit-MBI	33,615
Pure Technologies Ltd	171,785	Snake Lake Contracting Ltd	207,376
Q.C. Maintenance Ltd	22,223	Software Spectrum Canada, Ltd	258,151

Souris Valley Extended Care Centre	143,153	Webb's Office Equipment Inc	63,692
Southern Aviation Limited	99,059	West Central Developments Ltd	339,939
Speedy Auto & Window Glass	135,319	West Wind Aviation	104,219
Standard Aero Limited	88,060	Western Dodge Chrysler Jeep	22,222
Stantec Architecture Ltd	55,209	Westridge Construction Ltd	665,468
Stantec Consulting Ltd	103,144	Westside Service Centre Ltd	37,063
Stone Hutchinson Architects Ltd	1,112,133	Wheatland Tire & Auto Inc	22,983
Stonhard Ltd	45,500	Winroc Supplies Ltd	24,134
Strategic Action Group Ltd	28,799	Wm. Carson Enterprises	22,604
SREIT (NCO Bldg) Ltd	577,733	Wolfe Group Investments Ltd	3,050,151
SREIT (South Broad Plaza) Ltd	1,134,286	Wolfe Management Ltd	3,427,833
S.T.S. Credit Union	40,535	Women Entrepreneurs of Saskatchewan Inc	27,812
Success Office Systems	33,991	Xerox Canada Ltd	57,289
Sun Life Assurance Company of Canada	37,566	Yarnton Decorating Ltd	21,890
Super Poly Bag	57,793	Yoneda & Associates Partnership	34,925
Supreme Office Products Limited	238,417	2-M Developments Inc	20,110
Sweetgrass Reserve 113	34,000	7-Eleven Canada Inc	90,179
Swift Current, City of	220,410	586990 Saskatchewan Ltd	205,577
T & T Realty	433,520	590577 Saskatchewan Ltd	229,668
Tamarack Ventures Inc	24,212	592791 Saskatchewan Ltd	54,488
Tash's Carpet Bargains	54,312	611357 Saskatchewan Ltd	31,043
Taylor Gaudet Partnership	97,194	617275 Saskatchewan Ltd	2,226,604
TGS Harvard Management Services	188,530	628079 Saskatchewan Ltd	48,504
TGS Land Development Corp	549,030	Payees under \$20,000	7,704,166
TGS Management Services Ltd	33,384		
TGS Properties Ltd	739,073		
The Architects Collaborative	78,550		
The Bank of Nova Scotia	209,555		
The Banner Connection Inc	21,501		
The Board of Education Regina School Div 4 of Sask.	71,063		
The Cadillac Fairview Corporation Limited	608,025		
The Co-operators Life Insurance Company	24,082		
The Dominion Company	38,759		
the ellard croft design group	41,514		
Thorpe Brothers Ltd	510,325		
Thyssen Dover Elevator Limited	169,996		
Tim Burton's Moving	53,508		
Tison Construction Corporation	106,716		
TMC Technology Management Corporation	462,244		
Toshiba of Canada Limited	30,975		
Total Construction	117,540		
Trane Saskatchewan	70,057		
Tranluu's Upholstery	57,827		
Trident Holdings	41,265		
Triple Seven Chrysler	69,123		
UMA Engineering Ltd	105,079		
Unisource Canada, Inc	1,094,864		
United Carpet	22,993		
University of Regina	52,276		
Uranium City Bulk Fuel Ltd	39,223		
Urban County	26,447		
Urdel Ltd	38,156		
Van Alstine Project Management Ltd	35,014		
Vector Construction Ltd	28,465		
VIBA Properties	324,585		
Victoria & Winnipeg Service	31,147		
Victory Construction Ltd	199,983		
VICWEST	44,515		
Wallace & Wallace Fences Ltd	166,126		
WARDROP Engineering Inc	381,928		
Warneke-Theobald, Erwin	181,655		
Wascana Energy Inc	35,399		
Watson Wyatt & Company	65,456		
		Total	\$329,189,097

Grants in Lieu of Taxes

Unaudited listing of grants paid in lieu of property taxes and local improvement charges of \$5,000 or more for 2000-2001.

Payee	Amount
Estevan, City of	30,375
Melfort, City of	10,824
Moose Jaw, City of	8,361
Regina, City of	69,566
Saskatoon, City of	167,795
Payees under \$5,000	11,964
Total	<u>\$298,885</u>

Personal Services

Unaudited listing of individuals who received payments for salaries, wages, etc. that total \$2,500 or more for 2000-2001.

Payee	Amount
Aamundsen, Carsten	32,344
Acquah, Joseph	2,878
Adams, Thelma	32,628
Adams, Wayne J.	60,533
Adelman, David L.	73,492
Albert, Wayne Edward	45,409
Alberts, Vicki Lou	26,746
Alexander, Dave	22,159
Alexander, Rita	17,457
Ali, Maria	13,477
Allen, George	58,080
Ambridge, Roger	61,164
Amyotte, Mannie H.	41,192
Anderson, Clara	32,400
Anderson, Harvey	55,056
Anderson, Kim	15,375
Anderson, Nancy	25,739
Anderson, Robert W.	23,467
Anderson, Wayne M.	30,736
Andres Jr., Roque	25,959
Anguish, Ashala	7,479
Ansell, Dana	5,269
Ansell, Francois	29,957
Antill, Richard	31,059
Antonishyn, Angela	13,407
Apperley, Ty	29,744
April, Kerry G.	12,945
April, Lawrence	40,476
Armstrong, Allan	32,304
Arndt, Howard	68,700
Arsenault, Carol Deneise	11,009
Arsenault, Doug	27,284
Arsenault, Maurice W.	80,892
Arseneau, Susan L.	24,288
Arthur, David Sloan	45,957
Ashton, Kenneth W.	69,864
Auchstaetter, Bradley G.	35,215
Ayotte, Roland V.	45,595
Bachinski, Terry John	55,020
Badham, Iris E.	25,300
Bairu, Yehdego	27,127
Balkwill, Edward G.	69,837
Ball, Shannon Frederick	20,714
Balon, Brad A.	4,606
Balzer, Lowell	45,884
Banks, Andrea	3,080
Baragar, Robert	26,321
Barber, Colin R.	61,164
Barber, Michael	10,162
Barnes, Sherri D.	29,784
Barrows, Jack	7,892
Barsi, Gerry C.	38,133
Barton, Elvira	10,575
Bata, Steve	47,223
Bateman, Allen D.	61,164
Bateman, Allen W.	57,216
Bater, David Ryan	5,950
Bates, Barry	25,980
Bates, Rodney	27,528

Bates, Sandra	40,906
Bates, Spencer	7,703
Baumgartner, Heather Rae	27,601
Bayer, Paula R.	13,582
Bear, Daniel M.	29,283
Beaurivage, Ronald A.	35,276
Becker, Martin F.	32,911
Belanger, Garth	40,355
Belanger, Louis	4,070
Bell, Richard	27,491
Bella, Wilhelmina Lee	26,064
Bellamy, Raymond G.	42,039
Belliveau, W. Howard	4,539
Ben, Dean	14,568
Bender, Gerald	64,824
Bender, Shelly	7,156
Benecick, Al	61,164
Bennett, Janice L.	8,110
Bens, Calvin	28,912
Benson, Byron	31,013
Berg, Ellyn	51,120
Bernard, Curtis	4,385
Berner-Seifert, Kim P.	6,192
Bernstein, Alfred G.	70,620
Betson, Mike	25,133
Bigalky, Troy	3,014
Billingsley, Glenn W.	29,130
Bird, Donald M.	4,497
Birns-Hahn, Michele M.	31,360
Bishop, Bruce	78,595
Bjelland, Raye	52,140
Blashill, Paul F.	25,802
Blenkin, Laverna June	45,960
Blondeau, Gordon B.	33,632
Blondeau, John C.	34,589
Blonke, Calvin	57,630
Blythe, Donna E.	39,959
Boen, Tracey	5,300
Boettcher, Darlene	14,663
Boettcher, Lindsey D.	4,255
Bogard, Brent W.	70,620
Boire, Jason	10,871
Bokamy, Daniel	26,450
Bokamy, Sandra	27,686
Bolianatz, Trevor W.	35,818
Bomberak, Jerome	3,355
Booth, Debbie	12,813
Borowski, Adrienne	26,356
Bourgeault, Lionel J.	28,177
Bourgeois, Daniel J.	52,359
Bourque, Monty P.	25,144
Boyd, James Arthur	64,735
Boyer, Ronald	28,685
Boyko, Melba	30,731
Boyko, Stephen	9,219
Bozak, Robert W.	15,089
Brandolino, Arthur	32,876
Brandsgard, Larry	11,491
Bratiff, Mervin D.	32,599
Brass, Jeff	33,713
Brezinsky, Robert	30,992
Brice, Karen L.	13,432
Brierley, Lloyd E.	44,808

Briggs, Dennis M.	29,389
Brisbois, Caroline C.	29,376
Brisbois, Lawrence G.	36,672
Briscoe, Jennifer	4,286
Brochu, Elaine K.	33,571
Brock, Cyril D.	51,648
Brock, Mike	3,031
Brown, Gordon H.	30,634
Brown, Herb T.	45,054
Brown, Marianna	39,984
Brown, Michael	26,086
Brown, Reginald	35,604
Brown, Verna A.	3,359
Browne, Gerald	31,319
Bruce, Shelley	55,704
Bruvold, Mervyn	43,046
Bryanton, Dave S.	70,620
Buckoski, Martha E.	33,088
Bucsis, Barry	36,895
Bucsis, Wayne	40,839
Buehler, Bradley	27,903
Buell, Darin	20,166
Bulych, Curtis D.	7,973
Bumphrey, R. Brian	31,464
Bumphrey, William	60,756
Burdeniuk, Dave K.	71,832
Burnett, Erin	5,067
Bush, Donald R.	44,845
Busse, Steve	32,855
Buzash, Darlene	15,842
Buzash, Glenn E.	36,107
Buzash, Joyce	29,488
Buzash, Randy A.	29,043
Bye, S. Doreen	26,415
Cachene, Christa	2,839
Cachene, Tammy A.	10,377
Caleval, Perry	27,164
Cameron, Shane	4,518
Campbell, Allan	28,834
Cardinal, Dianne	34,856
Carlson, Arthur	9,424
Carlson, Sharon M.	28,349
Carmichael, Catherine M.	29,052
Carr, Jeff	50,915
Carriere, Dean	30,183
Carriere, Shirley	12,173
Carson, Thomas Wayne	37,469
Carter, Nadine	48,394
Cathcart, Derek	19,765
Cattell, Lyle	42,713
Caulfield, Marie E.	18,372
Cavers, Sheldon	47,298
Cawood, Michael	5,973
Chamberlain, Dennis G.	43,101
Chapman, Becky J.	5,608
Charette, Joseph Tom	32,191
Chartrand, Luc	16,162
Cherneski, Donald N.	41,652
Chitolie, Bryan P.	49,872
Chittenden, Neysa	35,118
Chouinard, Daniel Gordon	2,525
Christensen, Brent	15,035
Christie, Deborah L.	70,620

Christoffel, Douglas W.	32,521
Christoffel, Geoffrey Glenn	11,935
Clarke, Donald B.	27,683
Clarke, Robert G.	47,016
Clarke, Virginia	13,602
Claypool, Shylo	22,913
Clements, R. Kenneth	5,054
Coakwell, Richard	40,476
Coleman, Jeffrey Robert	35,605
Colhoun, Jordan	3,257
Concepcion, Kevin	7,575
Conway, Charlene	27,376
Cook, Lawrence Burt	55,824
Coomber, Roy R.	65,916
Coombs, Keith D.	55,056
Cooper, Judy A.	23,814
Coppin, Harold Wayne	66,036
Corcoran, Martin	6,324
Coult, Eunice A.	53,463
Countryman, Kerri	9,810
Courchene, Michael	37,392
Coutu, Nancy	17,932
Crain, Herman	24,883
Cramatte, Rene H.	20,520
Cranfield, Helene	24,068
Crofts, Marlene	26,228
Cross, Shannon Jane	45,960
Cullen, Cindy	45,816
Cullen, James Ed.	9,036
Curtis, Allan R.	11,185
Dalrymple, Walter E.	87,164
Dann, Travis	7,947
Darnell, Lenora M.	35,904
Dash, Dale	36,012
Davalos, Humberto A.	30,322
Davis, James R.	30,883
Day, Barry A.	40,759
Dean, Wilfred	26,837
Debruyne, Sandra M.	5,940
Deck, Glenn	66,036
Demassi, Corey M.	30,881
Demassi, Michael J.	45,988
Deptuch, Brian	17,697
Desjarlais, Bernice M.	17,958
Desjarlais, George Willard	8,007
Desmarais, Gwenyth E.	26,414
Desnoyers, Edward Joseph	69,300
Despins, Glen	49,560
Despins, Wendy P.	57,216
Deutsch, Nelda	28,300
Dielschnieder, Barry R.	64,166
Dishko, David Simon	43,012
Disewich, Brad	3,073
Dixon, Doug J.	32,868
Dobrowolski, Dave	4,400
Dodds, Michelle L.	3,970
Doka, Chris	30,504
Dolter, Brett	13,023
Dolter, Ryley A.	25,919
Donovel, Christina W.	4,100
Donovel, Ivan N.	43,116
Dorval, Brent C.	7,509
Doucette, Chad	5,552

Drader, Cathy E.	67,266
Draper, Robert D.	52,140
Dreger, Marina	15,464
Drummond, Norman	80,892
Dubray, Bradley H.	32,754
Dufault, Roland	10,007
Duguid, Lance	12,704
Duhaime, Victor	27,528
Dumalski, John	66,036
Dumontier, Dennis	43,480
Dunbar, Terry P.	38,592
Dunlop, Brenda J.	13,684
Dupuis, Angela	3,185
Dupuis, Robert	28,917
Dureau, Darwin Scott	21,175
Durling, Harry	66,036
Dusyk, Charlotte G.	61,164
Duthie, Christine S.	24,525
Duval, Colleen M.	41,592
Dvernichuk, Joel M.	54,955
Dyer, Marnie	31,534
Dziak, Lilia	31,281
Eason, Sid A.	41,052
Eastwood, Darla	7,278
Eastwood, Marlene A.	26,149
Eaton, Stuart	56,440
Ecklund, Leanne M.	34,668
Eisenkirch, Robert	25,135
Elder, Douglas	75,650
Elder, Robert D.	42,468
Elford, Randy	40,907
Elke, Dianne	50,904
Ell, Larry	44,832
Elliott, Eric	40,632
Ens, Kenneth	29,091
Eplen, Leanne	25,980
Erickson, Robert A.G.	61,164
Erickson, Wendy S.	3,784
Ermel, Ron	31,460
Estate Of Halbgewachs, Donald	15,268
Estate Of Sullivan, Roger	18,819
Ewanchyna, Jerry	24,196
Ewert, Thelma Anne	31,770
Fahselt, Brent	28,332
Faller, Ryan G.	7,044
Fawcett, Mark	7,098
Fayant, Cecelia Marie	29,661
Fayant, Ruth A.	21,472
Fayant, Shannon	3,213
Fayant, Sharon	10,000
Fedorchuk, Joseph Peter	41,195
Feeley, James Myron	50,064
Fehr, Garrison	14,501
Fehr, Guy	53,969
Fenrich, Mark	49,604
Ferguson, James	8,330
Ferguson, Shelly	52,416
Ferrara, Allan E.	61,164
Fiddler, Cary A.	27,328
Fiddler, Ken	28,332
Fiddler, Timothy	27,255
Fidler, Ramona B.	26,552
Fiessel, Brenda	29,784

Fink, Lucinda	2,929
Fisher, Laura	6,124
Fisher, Linda	37,452
Fisher, Robert R.	31,651
Fiske, Gerald R.	45,732
Fitzpatrick, William	40,740
Fleming, Diane J.	2,532
Fletcher, Leona	27,559
Folk, Byron	9,987
Follick, Lisa	10,815
Forbes, Nicky-Jo A.	11,399
Forsyth, David	32,913
Forsythe, Beverly E.	28,736
Fossum, David	35,892
Fossum, Robert	35,664
Fox, Marilyn	26,002
Francis, Ivan	66,036
Frandsen, Walter	27,699
Franson, Jaysea	11,240
Fraser, Scott	11,938
Frederick, Jan	37,570
Frederick, Ken	107,170
Frei, Brian M.	29,050
Friesen, John A.	20,589
Frischholz, Perry A.	49,730
Froese, Jody	3,007
Frohlick, Sheri L.	27,419
Fuentes, Juan L.	40,299
Fuhr, Marva A.	27,557
Fulton, Scott D.	2,858
Gackle, Donald	40,476
Gall, Mark W.	43,480
Gallagher, Thomas	57,804
Gambler, Cynthia	15,987
Gardner, Elena	4,346
Gardner, Fred R.	45,511
Garlock, Janet M.	14,132
Gartner, Anita D.	27,292
Gartner, Doreen	28,931
Gartner, Sharon L.	27,336
Gebhardt, Darren	29,784
Gee, Hartland J.	40,047
Gehring, Betty Lou	29,052
Geib, Leroy M.	9,604
Geis, Anne M.	4,474
Gelowicz, Ernie D.	40,017
Gelowicz, Rhonda	32,545
Gelsinger, Dennis M.	40,989
Gendall, Leonard	66,344
Gennutt, Wolfgang	42,000
Gergely, Darlene	26,064
Gettle, Gary P.	28,332
Ghebremedhin, Hana	16,540
Gibson, Susan	24,624
Gieni, Mark	28,061
Gilchrist, Ian G.	64,162
Girardin, Michelle	5,608
Glaser, David	22,689
Glasser, Tony	6,345
Goertz, Dale M.	27,536
Goota, Suzanne	26,740
Gordon, Gary	27,527
Gottselig, Donn	2,765

Gottselig, Karla Lee	28,648
Goulet, Donna	13,048
Grado, Dale N.	4,943
Graham, Arnold R.	7,377
Graham, Lisa	9,952
Graves, Gisa V.	32,400
Gray, Darl	39,199
Green, Connie Ann	34,668
Greer, Daryl R.	27,665
Gregoire, Garry	25,682
Greier, Faye	14,230
Greier, Sheldon W.	29,283
Grover, Diane	25,500
Guilmette, Ted	16,761
Gurski, Diane	20,167
Gustafson, Carol	2,607
Gustafson, Ernie M.	32,850
Haberstock, Kristian	3,939
Habtegabir, Kifle	5,609
Habtezion, Terhas	4,296
Hadland, Myron	30,244
Hagel, Thomas	46,628
Hagen, Elsie	31,287
Hagen, Wade	7,753
Hahn, Tyson	6,329
Halbgewachs, Elizabeth	27,301
Halbgewachs, Louis	9,833
Hale, Nancy J.	65,880
Hall, Jacqueline D.	29,784
Hall, Rita	27,041
Hall, Janet	27,490
Halvorson, Carol	44,988
Halvorson, Kristi L.	11,677
Hamilton, Dale L.	56,196
Hamilton, Roberta D.	33,742
Hammond, Glen	38,880
Hamre, Barry	68,095
Hamre, Betty M.	15,295
Handford, Leslie A.	69,384
Hanley, Jody W.	24,376
Hanofski, Rudy	27,070
Hansen, Alan	61,164
Hansen, Cecile	29,296
Harding, Trevor W.	5,036
Hare, Albert	19,870
Harold, Tom J.	27,468
Harrison, Justin	7,387
Harrison, Kathleen M.	38,460
Hart, John	27,968
Hasapis, Ioana	5,562
Haugen, Brett	32,036
Hazel, Greg	6,915
Heck, Brent	43,596
Hegel, Kenneth E.	70,620
Hehn, Michael	27,863
Heisler, Mary	26,209
Heisler, Steven T.	19,856
Hendrickson, Penny Sue	35,904
Henry, Brent	7,877
Hepting, Heather	41,014
Herbert, David G.	34,280
Herczakowski, Peter	14,882
Herman, Barry	2,513

Hernando, Benjamin	7,779
Herndier, Lori D.	39,226
Heron, Amanda M.	4,275
Herperger, Jeanette	15,017
Hetherington, Glen	28,183
Hetherington, Noreen A.	75,600
Hicke, Eric	6,644
Hicks, Debbie L.	34,598
Highet, Neil	39,873
Hill, Daniel	45,660
Hill, Mervin	42,084
Hilliar, James	18,509
Hillstead, Rob J.	5,608
Hilsen, Barrie M.	87,456
Hipfner, Ronald	54,732
Hislop, Darcy J.	76,198
Hodge, Jason	7,946
Hoemans, Gregory	28,663
Hoffart, Kim	12,427
Hoffman, Kenneth J.	26,342
Hogan, Gabriel Andrew	10,169
Hogan, J. Daryl	27,635
Hogan, Nathanael P.	22,402
Hogemann, Dana	4,480
Holtom, David L.	44,420
Holzappel, Angela	6,506
Hooper, Scott	3,779
Hopkin, Stuart	34,002
Horsefall, Rosanne	31,615
Horsman, Debbie L.	35,346
Horvath, Garry L.	7,520
Horvath, Trena L.	31,544
Houle, Cora L.	22,642
Houseman, Keith	41,052
Hrenyk, Perry	28,748
Hryhor, Lois	35,904
Huber, Glen Erven	51,014
Huber, Helen	72,804
Huber, Laurie	55,740
Huber, Nolan	2,922
Huber, Sandi G.	27,559
Hugel, Brian	35,679
Hugo, Victor	27,689
Hui, Jason	13,355
Hunt, Jason	23,604
Husak, Wayne N.	35,844
Hustej, Audie	27,556
Hustej, Wendy	23,654
Huyghebaert, John M.	39,694
Indzeoski, Greg	52,567
Ionescu, Joan	47,544
Ireland, Michael	22,923
Isbister, Robert A.	78,996
Ivan, Allan L.	25,765
Ivey, Gerald N.	45,668
Jackson, Bruce	42,228
Jackson, Cory	24,330
Jackson, Garry	30,218
Jacobs, Larry D.	39,420
Jacobson, Sharon	34,840
Jahnke, Aaron A.M.	50,412
Jaman, Erin	3,742
Janzen, Kenneth D.	41,890

Janzen, Mary	18,808	Klippenstein, Michael	57,288
Jarvin, Miles	40,704	Klyne, Marvin	7,575
Jattansingh, Darla D.	8,394	Klyne, Richard	5,094
Jancart, Nanette P.	2,664	Knisley, Daniel G.	69,985
Jenkins, Donald Kevin	39,694	Knorr, Richard	48,715
Jensen, Alan Ivar	60,533	Knoss, Angela	12,867
Jerkovits, Sandor	51,318	Kobelsky, Sherri	4,856
Jessop, Colin	67,397	Koch, Donna M.	11,648
Jijian, Jamie	29,155	Kocur, Ken R.	36,584
Johnson, Beverly Diane	54,972	Koenders, Kathleen	11,366
Johnson, Blaine J.	35,745	Kolls, Fred J.	106,152
Johnson, Cameron	30,204	Kolosa, Beverly A.	31,332
Johnson, Daniel S.	27,663	Kopciuch, Curtis	7,387
Johnson, David K.	39,504	Koroluk, Ryan	7,849
Johnson, David Monroe	29,898	Koshinsky, Dennis	30,986
Johnson, Robert J.	29,576	Koshman, Debbie F.	101,208
Johnson, William	66,036	Kostiuk, Karen L.	33,705
Johnstone, Corey C.	29,099	Kostiuk, Edward P.	19,901
Jones, Dale	30,717	Kotyk, Barry P.	39,856
Jones, Dennis C.	80,892	Kovacevic, Miladinka	21,107
Jones, Ian	55,824	Kowal, Jacqueline	27,776
Jones, Tracey A.	15,701	Kowal, Marlene	11,722
Judd, Ted W.	31,111	Kowalski, Darlene G.	30,196
Jugdeo, Naveen	5,443	Kowalski, Darrell M.	32,160
Juliusson, Baldvin	50,578	Kowalski, Reginald J.	33,585
Juneau, Bernie	35,433	Koza, Daryl	55,086
Kachmarski, Donald J.	35,124	Koziel, Cosette	27,425
Kachur, Carey-Shayne	32,906	Kraft, Daryl	34,344
Kachur, Dana	40,322	Kraft, Taylor	6,081
Kaczmer, Reg	44,832	Krahenbil, Brent A.	49,701
Kaczmer, Shirley A.	29,784	Kram, Margaret E.G.	15,292
Kahsai, Eritrea	25,059	Krug, Leslie P.	56,988
Kartusch, Michael	30,283	Krupski, Jane M.	29,052
Kasper, Kenneth	27,528	Kuba, John	5,839
Kasun, Chelise	6,220	Kuhe, Jason	2,692
Kayseass, Albert	27,146	Kube, Rita M.	6,167
Keck, Douglas J.	35,233	Kullman, Beverley A.	52,384
Keene, David J.	27,303	Kulscar, Joseph	10,215
Keller, Bernice	33,447	Kulyk, Larry A.	42,343
Keller, Roger	28,372	Kunji, David J.	41,052
Kelly, Abby	22,172	Kuntz, Earla M.	40,860
Kempin, Ashley	10,941	Laberge, Andre Michel	60,780
Kennard, Peggy E.	29,803	Laberge, Jon P.L.	29,032
Kennedy, Barry	32,601	Lacoste, Christina	8,318
Kennedy, Harlan G.	79,092	Laing, Eric J.	48,888
Kennedy, Marlene	17,484	Lam Lam, Tri	27,178
Kennedy, Myrna R.	30,540	Lam, Mai	25,274
Kennedy, Rhonda N.	23,809	Lambert, Philip	82,404
Kent, Donald	26,208	Lamothe, Michel G.	26,025
Kereluk, James I.	29,748	Landry, Scott	4,472
Kickley, Colleen	2,654	Lang, Daniel J.	32,631
Kingston, Doug I.	41,911	Lang, Shirley A.	33,405
Kipling, Penelope Ann	29,132	Langkammer, Dianne	10,575
Kirichenko, Beatrice	27,683	Larson, Judy	22,199
Kirkham, Steve B.	41,328	Larson, Pamela J.	30,208
Kirsch, Tyler S.	5,857	Larson, Sandra	28,047
Kist, Marvin W.	52,416	Lasalle, Murray J.	29,200
Klaassen, Chuck	16,778	Lavallee, Ronald	23,132
Klamot, David	4,616	Lavik, Teresa A.	27,196
Klassen, Deborah	20,055	Law, John Patrick	111,624
Kleckner, Kevin James	41,050	Lawley, Betty A.	15,069
Klein, Bonnie	32,052	Lawrence, Donald E.	28,176
Kliwer, Robert	24,786	Lawrence, Shareen	27,587

Leachman, Bill	29,112	Martin, Wayne	29,791
Lee, King	55,956	Martynook, Jeanette Gale	30,035
Lee, Lim Y.	61,932	Mason, Glennys	29,007
Lee, Wendy	3,212	Massel, Marian R.	30,778
Leefe, Harvey	27,157	Massoud, Ibrahim	61,164
Leitner, Gregory A.	41,269	Matlock, Lisa A.	49,797
Lenic, Todd	27,372	Matthew, William A.	64,944
Leon, Luis	54,631	Matusko, Marjorie	37,452
Leonard, John Brian	48,048	Mcadam, Sam	38,932
Leontowich, Leslie	8,190	Mcaulay, James	61,164
Levesque, Paul	11,464	Mccallum, Lena	26,016
Lewchuk, Brian	29,125	Mccarthy, Kami	7,311
Lewis, Ken	48,586	Mccormick, Donna E.	70,620
Lewis, Kimberly	5,699	Mcdermid, Lisa	4,009
Lewis, Rodney W.	3,426	Mcdonald, Christine	25,609
Liagridonis, Matina	28,605	Mcdonald, Dawn M.	3,701
Liberet, Randy	54,241	Mcdonald, Debra	61,524
Lieffers, Jeff	19,838	Mcdonald, Karen	14,995
Linantud, Ruben	26,208	Mcewen, Elizabeth Gail	28,392
Listoe, Mark	14,708	Mcgillis, George P.	31,941
Listwan, Joan	27,328	Mcgillivray-Blais, Janet M.	41,893
Littlemore, Russell	35,904	Mcgonigal, Wayne	30,844
Lloyd, Steven	7,686	Mcgratten, Marilyn A.	27,324
Loewen, Shelley	26,202	Mcgregor, Ryan	27,537
Long, Garry R.	62,064	Mckeen, Jill	77,028
Louttit, Jack	19,862	Mckenzie-Pelletier, Debbie L.	26,421
Loveday, Brian W.	28,332	Mckinnon, Donald B.	25,196
Loveridge, Barbara L.	61,164	Mcleod, Erin	5,729
Low, James F.	27,766	Mcleod, James	36,840
Lowe, Geoffrey Jay	25,424	Mcmaster, Joseph	10,031
Lowenberger, Herbert Ron	38,944	Mead, Ken	27,352
Lu, Jennifer	27,193	Mead, Sheila Elizabeth	26,999
Ludwig, Mark	45,676	Medl, Edwin	29,117
Lumb, Patrick	9,668	Mephram, Michael P.	72,501
Lussier, Jean Serge	8,950	Mephram, Susan M.	57,312
Ly, Henry H.	5,497	Mercer, Robert	28,332
Lylyk, Sharon M.	27,468	Merkowsky, Bernice	27,937
Lynch, Angela	7,374	Metz, Marcel G.	38,729
Lynden, Michael	61,164	Metz, Trevor	29,127
Macaulay, Gilbert Wiles	72,633	Meyer, Norman	72,297
Macdonald, William Bannatyne	29,352	Meyers, Ferne	4,703
Maceachern, Jason	10,155	Meyers, Lloyd	43,190
Mackenzie, Allan	34,064	Michel, Donna	26,142
Mackenzie, Clayton	7,643	Milleker, Dwight E.J.	58,620
Mackenzie, Grant	41,496	Miller, Erica	2,994
Macleod, Ronald J.	69,608	Miller, Vera	38,277
Macleod, Ryan N.	23,002	Milliken, Jim E.	29,236
Macmillan, Scot P.	31,000	Mills, Barbara	18,276
Macpherson, Maxine	52,082	Milne, Ryan	3,886
Madden, Robert N.	75,600	Minion, Dale R.	80,892
Malanowich, Eva	27,130	Mitchell, Glynn Patrick	55,944
Mann, Val G.	10,532	Mitchell, Jim A.	55,824
Manton, Darren W.	33,088	Mitchell, Tracey	7,947
Marbach, Art Jack	41,052	Moen, Dale L.	42,000
Marcotte, Sandra	26,658	Moffat, Alan H.	101,208
Marion, Leonard	32,697	Moffat, Darrell	40,488
Markel, Raye A.	38,820	Mohns, Lynn	32,146
Marks, Jeff	17,658	Molano, Raphy	26,365
Maroudis, Michael	18,888	Monette, Lisa	5,236
Martin, Chris C.	7,576	Montague, Murray	2,983
Martin, Jane	20,859	Mooney, Darrell	18,399
Martin, Ron	43,961	Mooney, Merv	33,912
Martin, Shelley A.	34,076	Moore, Mark	4,061

Moore, Valerie D.	71,623	Paquin, Alvin G.	36,658
Morgan, Lila B.	26,928	Paquin, Scott	6,026
Morgan, Marlene	26,538	Parker, Barrie Richard	79,092
Morhart, Raymond M.	41,382	Parker, Curtis	40,663
Morin, Tanya	3,800	Pasqua, Norris	2,666
Moro, Ernesto	31,696	Pasqua, Patrina Y.	11,485
Morris, Krista L.	24,091	Pass, Jason	67,936
Morris, Murray C.	38,761	Paterson, Stephen	4,992
Morton, Tim	5,020	Patterson, Robert	33,020
Mosiman, Marilyn H.	32,559	Pattinson, Garry W.	7,002
Mullen, Allen D.	70,800	Patzwald, Larry A.	28,748
Munday, William R.	72,581	Paul, George B.	32,458
Murray, Ken	40,476	Paul, Oran K.	23,448
Music, Heather	52,416	Paul, Rick C.	26,986
Musk, Darcy G.	32,113	Peacock, Robert	6,229
Musqua, Tricia	5,311	Pearson, Duane	31,321
Mysiorek, Barbara	16,610	Pedersen, Valerie	17,112
Mysiorek, Mirosław	32,907	Pekrul, Steven	7,630
Nadoroznick, Karen	30,372	Pelletier, Colby	3,600
Nagyl, Jody	4,389	Pelletier, George	31,501
Nahimney, Daniel Steven	30,276	Pelletier, Hollie J.	28,412
Natomagan, Margaret	24,758	Pelletier, Shane	29,249
Neb, Eugene	31,777	Penner, Erv	43,142
Neddow, Joanne	13,002	Penner, Vimy	17,429
Nehring, Violet S.	14,996	Pepper, Stephen	45,116
Neiszner, Jennifer	8,138	Perkins, Rayann	2,986
Nelson, Debra	25,020	Perrin, Dale	28,383
Nelson, Stacey Lisa	29,010	Perry, Lyndon	27,004
Nelson, Wayne D.	9,598	Peters, Carla M.	27,619
Nepper, Paul R.	63,576	Peters, Greg A.	5,661
Neumann, Carey M.	13,943	Peters, Robert	30,985
Neveu, Robert J.	17,905	Peterson, Graham	10,710
Nguyen, Nathan	2,720	Peterson, Margaret	45,444
Nicholas, Sandy	32,110	Pfeifer, Jennifer	2,759
Nicholson, Lawrence	27,638	Phillips, Michael	24,228
Nicholson, Leslie	52,380	Phipps, Laurie	49,181
Nicholson, Lorraine	2,974	Pichula, Kenneth	27,859
Nikish, Allan T.	30,742	Pichula, Tracy	26,753
Nixon, Bonnie	75,739	Pidborochynski, Harry J.	26,460
Noble, Walter	19,919	Pierce, Patrick D.	50,820
Nordin, Albert	71,033	Pilot, Janelle	3,157
Nordyke, Marlene	22,956	Pizzey, Gloria	3,258
Nuttall, Michael	5,701	Pocha, Don L.	26,920
Oborowsky, Lawrence P.	42,948	Podhorodeski, Brian	31,821
O'Brien, Patrick D.	74,652	Poitras, Oliver	6,041
Ochitwa, Paul Orest	70,620	Pollard, Danny L.	29,715
O'Connell, Dan	25,270	Pompu, Morris	29,197
Ollenberg, Dian	29,784	Ponto, Byron	24,778
Olson, Arnell	34,808	Porter, Hugh Douglas	75,600
Olson, Stephen	32,961	Porter, Loreen	57,696
Onieu, Ryan	5,335	Portman, Dianne W.	12,246
Orr, Marianne C.	29,784	Potter, John R.	71,726
Osicki, Gregory H.	66,036	Powers, Jeannette	30,491
Otani, Madoka	5,235	Presnell, Jacqueline E.	37,580
Otten, Brian	31,597	Preston, Sharron	23,968
Ottenbreit, Robert	27,259	Protz, Nicole	5,679
Owens, Sheila	45,873	Prytula, Dennis L.	43,764
Paczko, Rhonda M.	25,423	Raaf, Erin	15,766
Paczkoski, Shirley	26,882	Raaf, Tara	3,077
Painter, Neil Kenneth	41,052	Racette, Grace	18,247
Palma, Ana	26,131	Radigan, Paul	75,600
Pankratz, Kelly	26,040	Rakochy, Bob	30,299
Paquette, Guy	17,714	Randall, Allen J.	29,330

Randall, Lee	31,944	Sass, Leonard John	48,888
Randall, Norman J.	51,408	Sastaunik, Kim L.	4,995
Randall, Quentin	5,644	Sauve, Ronald Ernest	10,539
Rankin, Linda	29,784	Sawatzky, Gerald G.	41,400
Ray, Veronique	12,556	Sazynski, Mike D.	9,219
Read, Claire	27,316	Schiffers, Edward	13,435
Read, Terry D.	32,353	Schill, Rodger	2,617
Rebucas, Saturnino	16,314	Schlechter, Tyson W.	23,999
Reddekopp, Cornie	34,261	Schlitz, Lesley	13,718
Redman, Geraldine T.	24,500	Schmalenberg, Dawn M.	32,585
Regier, David C.	5,609	Schmidt, Dave	5,742
Regnier, Norma I.	37,344	Schmidt, Eldor C.	75,600
Reid, Celine	13,903	Schneider, Jaynell H.	30,684
Reid, Keith	22,823	Schneider, Trent D.	44,517
Reid, Rae G.	75,600	Schnell, Fergus	61,944
Reigert, Albert D.	36,066	Schoffer, Rob	32,132
Reilly, Bev M.	26,064	Schultz, Howard C.	42,492
Rein, Bruce H.	27,265	Schulz, Jodi L.	27,371
Reinhardt, Ken K.	29,539	Schumacher, Brian R.	61,651
Reiss, Sharon	31,332	Schuermans, Alison	37,292
Renner, Gary D.	37,392	Schuermans, Carmen	16,908
Rensby, Jeff	47,028	Schuermans, Frank	61,164
Renton, D. Ross	40,672	Scott, Perry	61,164
Reynolds, Kathleen L.	17,511	Scovoranski, Edward	33,061
Richards, Darnella	25,980	Seaborg, Garry A.	41,639
Richardson, Glenn	46,392	Seabrook, Jered	7,426
Rider, Terry	26,378	Seabrook, Kenneth	45,253
Riley, Kristi	44,544	Seale, R. Grant	4,323
Rist, Wendy Marie	27,087	Searson, George N.	29,768
Riviere, Dorothy	66,696	Sebastian, Michelle	15,719
Roberts, Edward A.	22,173	Secuur, David W.	34,344
Robillard, Rose	9,126	Sedley, Raymond	28,626
Robin, Dickson J.	64,500	Seida, Cory	5,331
Rodman, Christina A.	33,073	Selinger, Donna	29,784
Rogal, Ronald	28,233	Selinger, Kevin J.	47,019
Rohovich, Doyle	27,942	Selinger, Raeanne	45,876
Rolheiser, Tyler	7,993	Semaschuk, Lawrence	27,349
Roman-Morales, Iliana	7,981	Sendecki, Neale	7,479
Roots, Brian	28,320	Serdachny, L. Dean	4,333
Rose, Claire	26,568	Serrano, Felix	31,059
Rose, Rae M.	37,354	Serviss, Jason	56,111
Rosenau, Brian C.	33,840	Serwatkewich, Cliff D.	28,948
Rosnes, R. Dale	42,900	Shaler, Ruby	6,565
Ross, Kathy	10,592	Shanner, Robert G.	67,128
Rosseker, Richard	28,230	Sharp, Scott	22,551
Rostie, Steven	13,503	Shaw, James E.	28,391
Roy, Leonard	44,832	Shirkey, Charles	37,426
Roy, Wynona	66,036	Shore, Judith	39,584
Rusconi, Garth	101,208	Shorter, Lenore	29,778
Rusconi, John	28,656	Shumay, Henry	52,398
Ruskin, Christine	31,310	Sieben, Joseph	7,444
Ruskin, Leah M.	12,277	Silla, Joseph	4,124
Ruskin, Robbie J.	7,892	Silzer, Delayne A.	39,939
Ruthven, Brian	5,903	Sitter, Sharon	27,367
Ryan, Margaret R.	2,742	Skiftun, Sandra L.	27,165
Ryan, Tara	15,788	Sloboda, Matthew R.N.	20,719
Rymes, Olga	4,707	Slowenko, Gordon	27,555
Sali, Raymond	28,332	Smith, Blair A.	27,462
Saluk, Don	25,590	Smith, Malcolm B.	27,394
Samoleski, Bill	28,886	Smith, Myrtle	27,723
Sankey, Danny	60,222	Smith, Ryan E.	25,356
Sankey, Dora	5,219	Smith, Shaun D.	63,912
Sapara, Mervin	54,336	Smith, Trevor	6,576

Snodgrass, Mark	5,798	Tomanek, Victor C	45,732
Sobkow, Lora	37,392	Tomporowski, Duane	54,648
Solvason, Johann	5,998	Tomyn, Karen	16,038
Sonnenberg, Linda	15,064	Toth, Doug	8,091
Soroka, Sandra	14,421	Toth, Ronald P.	15,671
Sorowski, Doug	20,183	Tran, John	7,283
Spanier, Gilbert L.	27,835	Tressel, Lorna J.	33,639
Squirrell, Kenneth B.	29,821	Tripe De Roche, Debbie	3,762
St Pierre, Frank	26,224	Tuer, Donna	42,546
St. Denis, Janice	25,324	Tulik, Terry R.	28,099
Stacyszyn, Eugene	38,880	Tunks, Randall	7,409
Stacyszyn, Valerie A.	58,554	Turnbull, John B.	137,136
Stadnyk, Perry	26,819	Turnbull, Linda	7,658
Staite, Tom	26,369	Ueland, Donna	29,784
Stallard, Aileen	37,630	Ulmer, Trent	5,571
Stallmann, Tosha N.	27,799	Ulrich, Rodney	64,740
Stankewich, Lawrence	57,257	Urjasz, Annette	30,310
Starujala, Greg	30,259	Urjasz, Marilyn	38,828
Statler, Stacey	35,811	Uzelman, Dara	7,947
Stechyshyn, Ronald	28,856	Valiaho, Karl	5,728
Steciuk, Leeanne	16,881	Vandepolder, Gus J. A.	70,620
Steeves, Douglas J.	49,800	Venaas, Garry W.	51,876
Stepaniuk, Peter	35,904	Villeneuve, Rosella	13,369
Stone, Kenneth	38,611	Vincent, Donald L.	27,382
Stordy, John F.	56,609	Volk, Edwin	29,682
Strand, Kelvin William	66,036	Voss, Marvin R.	43,189
Strand, Leslie	26,496	Waffle, Ronald Anthony	28,320
Striener, Garry	40,152	Wagner, Albert	4,698
Striha, Janelle	7,947	Wait, Caralie	5,649
Striha, Richard	27,967	Wake, Michelle	34,262
Stroh, Helen	42,132	Walker, Shelly	3,916
Studer, Peter T.	48,528	Wall, Jody Lee	11,551
Stuehler, Loretta	19,474	Wall, Leila M.	31,389
Stuehler, Lorraine	27,611	Wall, Robert	14,252
Stusek, Ronald A.	61,164	Wall, Ruby	27,536
Suley, Murray	28,585	Walsh, Aisa J.	38,792
Sweet, Heather	20,518	Walsh, Anthony J.	62,976
Sweet, Jeff D.	70,344	Walsh, Ben	10,939
Tafelmeyer, Douglas	32,406	Walsh, Timothy	55,488
Talbot, Denise B.	35,486	Walter, Kenneth N.	75,931
Talbot, Tara	3,975	Ward, Brenda	29,784
Tam, Minoah	69,608	Ward, Ralph W.	27,998
Tamaki, Graham T.	66,036	Ward, Wanda	8,582
Tames, Gerald	27,071	Wasnik, Elsie	31,332
Tang, Kim	19,261	Waters, William George	28,332
Tank, Janice	27,531	Watson, Colin C.	36,144
Taylor, Jim A.	27,908	Watson, Deana L.	23,829
Taylor, Karen	13,880	Waugh, Marilyn A.	37,452
Taylor, Sharlene Susan	33,965	Wawryk, Robert Joseph	80,892
Tesfamariam, Hedat	26,618	Webster, Jayd	3,140
Tetlock, Janet D.	31,571	Weeks, Harvey G.	40,681
Tewelde, Ben	5,349	Weinberger, Howard	41,328
Thacyk, Lisa	30,253	Weinmaster, Bryon B.	33,165
Thauberg, Carrie	5,200	Weir, Erin	3,765
Thiemann, Anthony A.	17,320	Weir, Patrick	41,665
Thompson, James	17,731	Weisgarber, Derek	5,272
Thompson, Sheila	29,978	Weisgarber, Garth T.	41,328
Tice, Bernadette E.	55,829	Welday, Ethiopia	10,631
Tkachuk, Jeff P.	5,301	Welder, Roger D.	27,231
Tkachuk, Kevin W.	2,558	Welke, Grant Frances	69,608
Tochor, Jeff	31,966	Wells, Tracy	14,575
Tod, Mitch J.	27,216	Welsh, Roderick	26,185
Todd, Randy	57,398	Wenman, Dean	35,925

Wesley, Linda	17,396
Wessel, Trevor K	46,800
Weyenberg, Judy	17,798
Whitehead, Darren	63,960
Widger, David	4,443
Wiebe, Grant	36,155
Wight, Ron	101,208
Wilcocks, Dean	27,738
Wilde, Gloria Mae	43,728
Wilkey, Ronald E	30,540
Will, Bonnette	2,926
Will, Margaret	27,702
Willey, Wade	4,236
Williams, Ken	5,412
Williams, Pamela	29,818
Williams, Terrance M	29,682
Williams, Tracy M	55,824
Williamson, Peter C	30,396
Willison, Stuart Roy	30,396
Wilson, David Allan	66,248
Wilson, John A	49,127
Winter, Wayne	29,965
Wittal, Gloria F	60,948
Wolbaum, Larry Anton	61,904
Wong, David	42,021
Woo, William	7,890
Wood, Doug	6,327
Wood, William J	37,392
Wormsbecker, Sarah J.	5,565
Woroniuk, Terry	33,851
Wowchuk, Rosemarie	13,543
Wright, Annette	59,436
Wright, Garry	44,157
Wright, Hugh	29,038
Wright, John D	36,580
Wyatt, Robert	7,898
Xia, Fang	11,904
Yaholnitsky, Val	29,544
Young, Triss	10,777
Yung, Corrinne	19,680
Yungwirth, Marvin	3,687
Zapran, Larry	7,266
Zaryski, Sandra E	51,432
Zatylny, Aaron	5,134
Zatylny, Joanne	28,723
Zelantini, Dion	27,131
Zenuk, Landon	41,793
Zereselasie, Lety	5,174
Zess, Jack	60,684
Ziegler, Robert	65,136
Zielinski, Al	31,138
Zimmerman, Larry A	68,112
Zinkhan, Janet	6,977
Zinn, Robyn L	22,020
Payees less than \$2,500	76,046

Total	<u>\$36,528,370</u>
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